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# OPPORTUNITY IN FOREST SERVICE MANAGEMENT CAREERS



UNITED STATES DEPARTMENT OF AGRICULTURE • FOREST SERVICE

UNITED STATES DEPARTMENT OF AGRICULTURE  
FOREST SERVICE  
WASHINGTON, D.C. 20250

To a Business Administration Graduate:

This booklet tells you about Forest Service career opportunities in business administration.

The Forest Service of the Department of Agriculture is a long-established Federal agency. Its existence is based on the need for the best use, development, and conservation of the Nation's forest lands. Its growth is assured by increasing demands on forestry from our expanding population.

Forestry requires the services of many professions, including that of business administration. Development and protection of our forests is a cause vital to our economic progress and strength as a Nation. In such a cause, sound management--in planning, administration, and operations--is mandatory. The skills and techniques of business administration share in this management at all levels of Forest Service operations.

From the beginning, the Forest Service has been a dynamic organization. It has applied new techniques to its problems, scientific analysis in work measurement, and electronic data processing in administration and resource management. It must continue dynamic in order to meet the demands a growing Nation makes on its forestry resources.

You can share this growing future. To learn more about us and your career opportunities, we invite your attention to the following pages.

*Clare Hendee*

CLARE HENDEE  
Deputy Chief for Administration

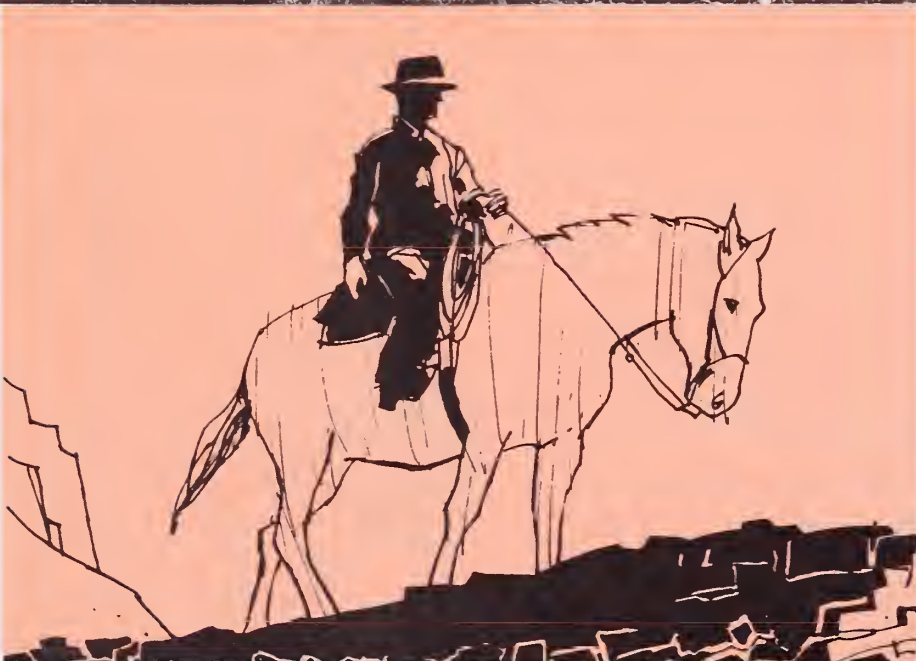








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# TRAINED BUSINESS MANAGERS REQUIRED

## A Vast Domain

Picture an organization that controls forest lands larger in area than Italy and Japan combined. One hundred and eighty-seven million acres make up its physical domain—a total area larger than the area of any one of 51 independent nations of the world. One forest—the Tongass National Forest in Alaska with its 16 million acres—is nearly as large as Ireland.

This organization sells more timber than any company in the world. It runs the world's biggest fire department. Its road system, measuring over 190,000 miles, would circle the earth at the equator seven times. The headwaters of the biggest developed hydroelectric power system on earth are located on its lands.

This organization is varied and complex. It is behind the legend of the solitary forest ranger leading his packhorse along a mountain ridge. It is behind the modern smokejumper parachuting to a remote woods fire, and the business administrator with his electronic computers.

This is the United States Forest Service. Its lands—National Forests and National Grasslands—are your lands. They belong to you and some 200 million other Americans.

Gone are the days of the packhorse ranger, gone with the pioneers. In his place is a ranger who maintains a business organization, carries out work plans and oversees a hundred activities, such as timber cutting, recreation, and grazing on his district. He is today a college-trained executive, but still carrying the imprint of the outdoorsman. The new ranger is typical of the whole organization. Computers, airplanes, slide rules, and antibiotic sprays are some of its work tools. And along with the ranger are men trained in dozens of professions, including business administration, all carrying on the vital and varied work of the Forest Service.

If you enjoy the outdoors and want to share in the job of insuring the wise use of America's great natural resources, the Forest Service offers you a satisfying career. In it, you will use your business administration skills to further develop forest resources whose benefits extend to each American citizen.



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## Massive Product Output

In 1966 the National Forest System supplied 12.1 billion board feet of timber for America's industry. This is enough lumber to construct 1,300,000 five-room houses.

This quantity of timber was harvested under nearly 24,000 separate sale transactions with private timber operators. Trees had to be marked for cutting; quantities sold to each operator had to be separately measured to determine the amount to be paid the Government. Payments of \$174 million had to be collected and properly accounted for. Performance under each contract had to be supervised, and all the other phases of contracts had to be controlled and administered in a systematic, businesslike way.

To ranchers, the Forest Service issues permits for the grazing of about 6 million livestock each year.

The National Forests, occupying one-fifth of the land in the West, supply more than half the total flow of water. Some 1,800 Western communities are entirely dependent on these public forests for their water supplies, and many others are partly dependent. In addition, two-thirds of the irrigated farmland and 600 major power developments use this water.

About one-third of the Nation's big-game animals live all or part of the year on National Forest System lands, providing a storehouse of nature for urbanized America and fruitful hunting for millions of sportsmen.

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The National Forests have also become America's favorite playgrounds. Visitors have tripled during the past 10 years. In 1966 over 150 million visitor-days of use were recorded.

With such an output of products and services, business administration skills are essential.

## Expanding Programs, Expanding Opportunities

President Johnson has recognized the need for expanding development and use of the National Forests in order that the needs of our rapidly growing population will be met. Presidents Kennedy and Eisenhower also foresaw this need. Both submitted recommendations to the Congress calling for greatly enlarged programs for these public forests. These programs have been favorably received; expanded development and use are under way. New roads are being built to open up vast new areas for recreation, timber harvest, and hunting and fishing. New camping facilities are being built to accommodate the added millions of visits expected each year. Action has been accelerated in treating eroded areas and potential flood source areas by contour terracing, tree and grass planting, and protection from overuse.

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Forest Service responsibility does not stop with the management of the National Forests. The Service also is charged with responsibility for national leadership in forest management, use, and protection of all forest lands, and for forestry research, including utilization of wood products.

By 1975 our population is expected to be about 222 million, by 2000 increasing to 332 million. At that time the nationwide need for water is expected to be two and a half times that of today. The demand for timber is expected to double; for livestock more than double; for wildlife about double; and for outdoor recreation to be at least four times today's need. The impact of this population explosion on forest lands will be tremendous. Equally great will be the task of preparing for the impact. In that preparation you can play a part. As forestry programs grow, your opportunities for a rewarding career with the Forest Service also grow.



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# THE FOREST SERVICE AND ITS WORK

## Serve the Public, Serve Yourself

On retiring from the Forest Service, veteran forester H. O. (Hoss) Stabler was asked what he considered his greatest contribution to forestry. "For a considerable period," he replied, "I helped the American people get their money's worth."

It is this attitude of commitment to an ideal bigger than self that is typical of Forest Service people. They are committed to the proposition that all the American people, rather than special groups, should get their money's worth from publicly owned forest resources. This adds a "bonus" element to one's personal career in the Service.

Oldest of the conservation agencies in Government, the U.S. Forest Service was established in 1905. That year the organization numbered 734 employees, and its main job was that of custodian for 56 million acres of Federally owned forest land west of the Great Plains.

Gifford Pinchot, the first Chief of the Forest Service, was a man of high ideals and great drive. He strove constantly to introduce new and improved methods in Forest Service work. How well he succeeded is attested to in a recent issue of *The American Archivist*. Recalling some of his innovations, it stated, "Many of these pioneering changes caused the (Forest) Service to be acclaimed as a model organization in efficiency." Pinchot managed to infuse the whole organization with his pioneering spirit and enthusiasm for progress, and these still live on as active and cherished traditions. Now with a much larger organization and heavier responsibilities, the Service constantly looks for new and improved ways of accomplishing its work.



## New Techniques for a New Age

Today the Forest Service employs 20,000 men and women in permanent full-time positions and 20,000 more in seasonal activities. It has changed from custodian to active manager, developer, and protector on a greatly enlarged National Forest System; it has developed extensive cooperative work with States and private forest landowners; and it carries on a broad forestry research program.

Even more significant than the physical expansion and growth are the changes and improvements which have been made in management techniques and processes, including those in the field of business administration. Many saddle horses and pack strings have been replaced by the airplane and the helicopter. The bookkeeper and his ledger have been replaced by the accountant, electronic computers, and automatic data processing. Work loads and program needs are now measured by scientific analysis, and work processes are developed through careful analysis and systems design. And the widespread organization requires wide delegation of management authority and responsibility.

These advances are only the beginning. The future will demand still more change, progress, and improvement. It will tax the ingenuity of business planners, technicians, analysts, designers, and administrators to meet the challenges ahead.



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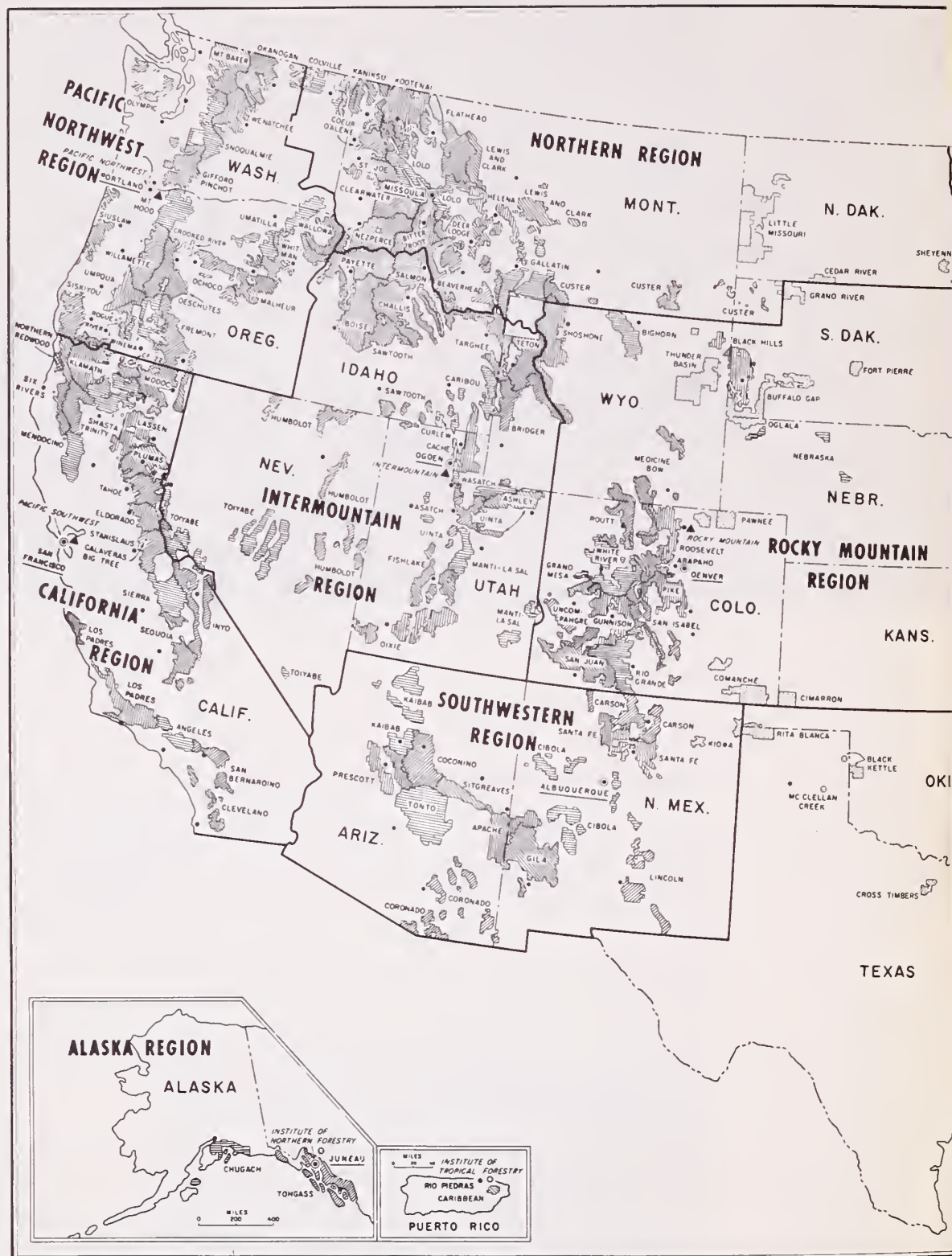
## The Three Major Responsibilities

***The National Forest System.*** Managing the National Forests and National Grasslands is one of the primary responsibilities of the Forest Service. Totalling about 187 million acres, these lands are located in 41 States and Puerto Rico. They include about 8.5 percent of the land area of the United States. They were established and are managed to conserve through wise use the renewable resources. The main resources are water, timber, forage, wildlife habitat, and recreation.

Each of the resources is considered a crop or asset to be harvested or used at proper intervals, so that the lands best serve the Nation and its people generation after generation.

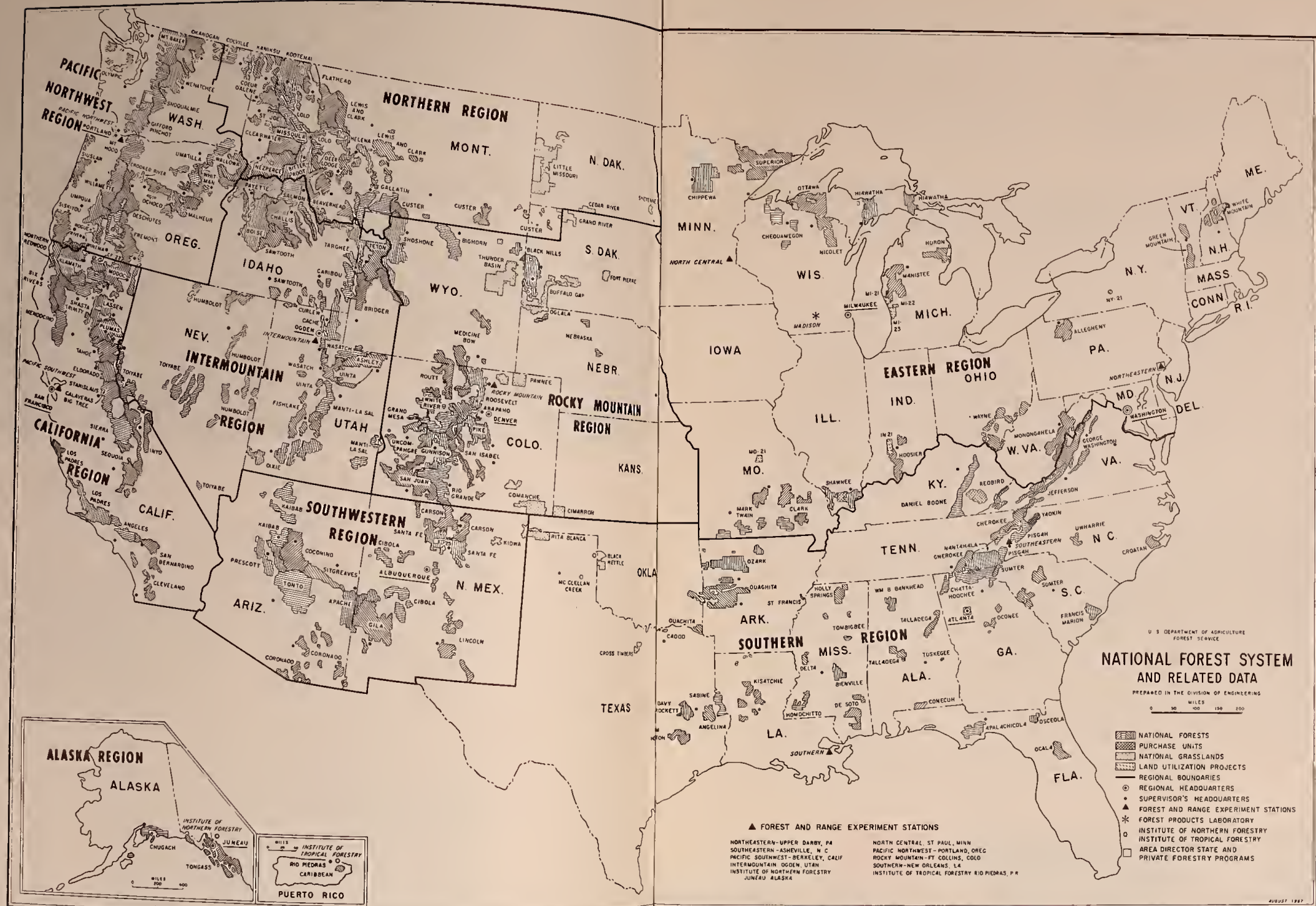
These lands and their resources must be protected from fire, insects and disease, erosion, and damage from overuse or unwise use. Research and experimentation play a part in protection. The airborne Forest Service smokejumper and the aerial bombing of fires with retardants are two well-known results. Helicopters and “walkie-talkie” shortwave radios are common on a fire battleline.

Management and protection require construction and maintenance of thousands of miles of roads and trails, fences, communication systems, buildings, campground facilities, and other structures. In addition to the 190,000 miles of roads, the communication system includes 14,000 miles of telephone lines and 19,000 radios.



**9 REGIONS**  
**154 National Forests**  
**810 Ranger Districts**  
**14 Nurseries**  
**22 Land Utilization Projects**  
**19 National Grasslands**





**9 REGIONS**

- 154 National Forests
- 810 Ranger Districts
- 14 Nurseries
- 22 Land Utilization Projects
- 19 National Grasslands

**10 FOREST AND RANGE EXPERIMENT STATIONS**

- 69 Research Project Locations
- FOREST PRODUCTS LABORATORY
- INSTITUTE OF TROPICAL FORESTRY
- STATE AND PRIVATE FORESTRY AREAS

**Cooperation With States and Private Forest Landowners.** Cooperation is another major responsibility. Federal cooperation is extended to State agencies to encourage good forest management and increased protection on State and privately owned forest lands. The Forest Service provides leadership and distributes matching funds to the various States to obtain these objectives. Cooperative programs now cover 435 million acres of private forest land.

**Forestry Research.** Research is the third major responsibility. It implements both National Forest activities and State and private work. Research is conducted to determine new and better ways of managing timber, soil and water, forage, and wildlife habitat, and of protecting these resources.

For example, research into the effects of rainfall and snowpack runoff on mountain slopes led to standards in the measurement of plant cover needed to prevent serious erosion. Fire retardants to be dropped from airplanes came about through research. The Forest Products Laboratory at Madison, Wis., is constantly testing woods for new properties and the development of new products. Techniques for laminating wood from ordinary boards, developed by the Laboratory, have resulted in the making of strong, beautiful arches for churches and auditoriums—and a new wood industry. The Laboratory also pioneered in prefabricated housing, as well as in many other modern uses of wood.

### **Many Professions Play a Part**

As you can see from this brief resumé, the Forest Service and its work are extremely diversified and complex. In essence, the work includes the operations of many businesses in one. The coordination of activities is highly important. And many different professions are represented: foresters, engineers, business administrators, accountants, economists, entomologists, business analysts, and others.

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# BUSINESS ADMINISTRATION PLAYS A VITAL ROLE

In all three major activities business administration plays a vital role. For example, it includes:

Participation in developing policies for, planning, and directing nationwide forest programs.

Budget development and financial management, both at field operating levels and on a national scale.

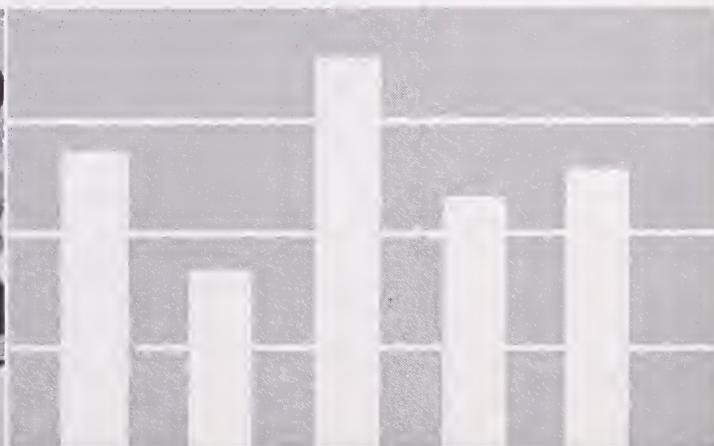
Support to line action programs.

Accounting for the results of operations.

Business administration personnel participate with other management personnel in setting policies, making plans, and outlining programs for the management, coordination, and use of the basic resources. Involved are the principles governing finance, accounting, organization, personnel, as well as the technical skills of forestry. For example, financing is programed through development of a budget. And this includes workload analysis and job measurement, and the correlations of these with financing.

“Line action programs” refer to such activities as management, utilization, and protection of the timber resource. Men and women working in business administration are responsible for setting the accounting policies for such programs. They design the accounting system, establish procedures and controls, and direct and coordinate the system through a decentralized field accounting organization.

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## **YOUR CAREER DIRECTIONS ARE VARIED**

Because of the diversity of Forest Service operations, the business administration graduate will find career opportunities in several different fields, including the following:

*The Accountant* in the Forest Service is an integral part of the management team. His responsibilities extend beyond the level of pure accounting. He must be acquainted with the overall programs and objectives and be able to apply his accounting to support management.

The chief accounting officer is concerned with agencywide accounting policies. He directs the establishment, appraisal, and modification of the accounting system, and the operation of all accounting functions. These include general and financial accounting, coordination with budget development and control, cost accounting, capital investment accounting, auditing, and systems and procedures development.

Normally the beginning accountant starts his career at the field operating level, in the office of the supervisor who is in charge of a National Forest. Here his training and close association with field activities provide him with management background of considerable importance in his career development.

A significant plateau in the accountant's career is assignment to a branch chief position in a regional office. Here he will direct accounting operations on a regional scale. Leadership in this field requires men well trained in accounting, with sound management concepts and ability to correlate these with actual resource operations.

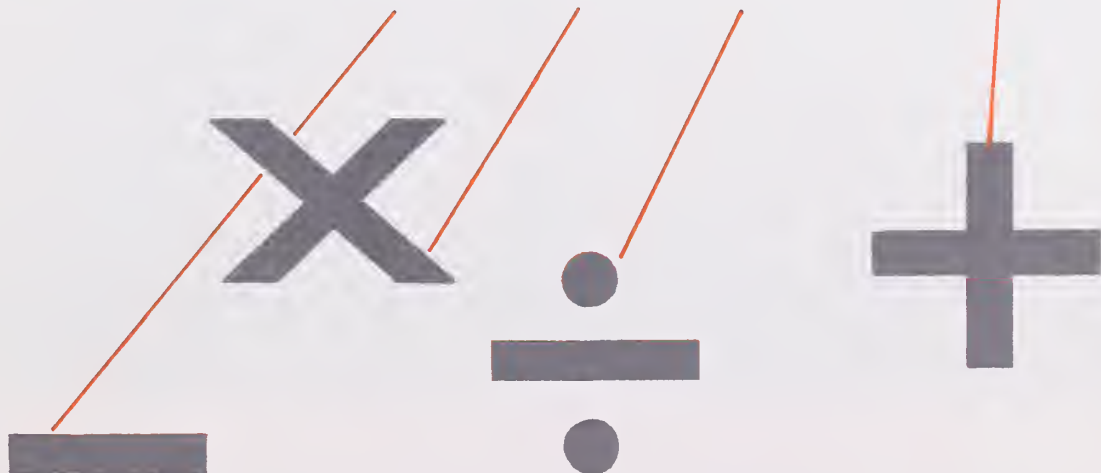




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*The Budget Officer* typically begins his career at the field operating level where he gains firsthand experience with Forest Service work. Here he learns basic principles of work planning and work measurement and relates these to dollar values and to actual budget preparation.

At the regional and national levels, budget officers work closely with program personnel in preparing and presenting regional and servicewide budgets. Higher level budget officers often must contact and work with prominent men of the Congress and Congressional committees engaged in reviewing and evaluating Forest Service appropriations.





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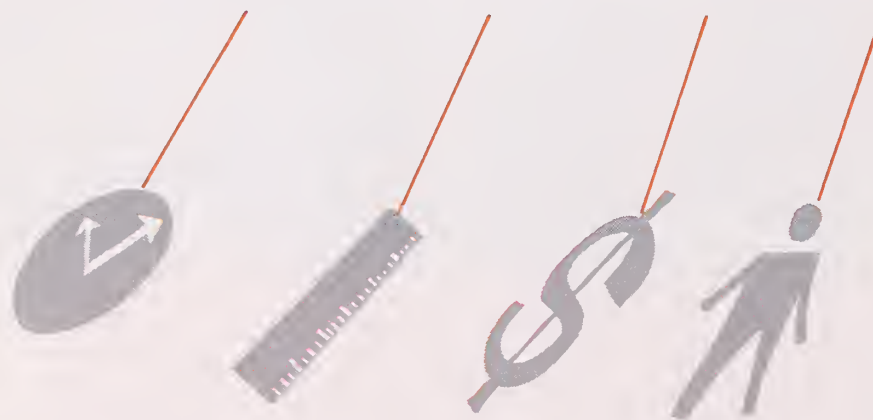
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*Administrative Management* opens a wide field of interest to the analytically minded business administration student. Through leadership in this function during the last few years, the whole basic pattern of workload analysis, job measurement, work program planning, and budget preparation and control on ranger districts has been changed. The results have been more realistic work programs, more equitable manning and financing, better control of program work, and more assurance that the program objectives will be realized.

Responsibilities assigned to this function include: (1) studies and evaluation of systems and procedures, (2) program formulation, (3) basic work planning, (4) proper organization and manning, (5) coordination of policy and operating instructions, and (6) efficient communications systems.

Systems and procedures are constantly under observation in: (1) action programs, (2) machine processing of statistical, financial, and other data, (3) office management, (4) forms and reports management, (5) directives management, (6) fleet equipment management, and other fields of operation.

The beginner usually starts his career at the forest or field level, gaining experience there which will fit him for regional and national levels of work.



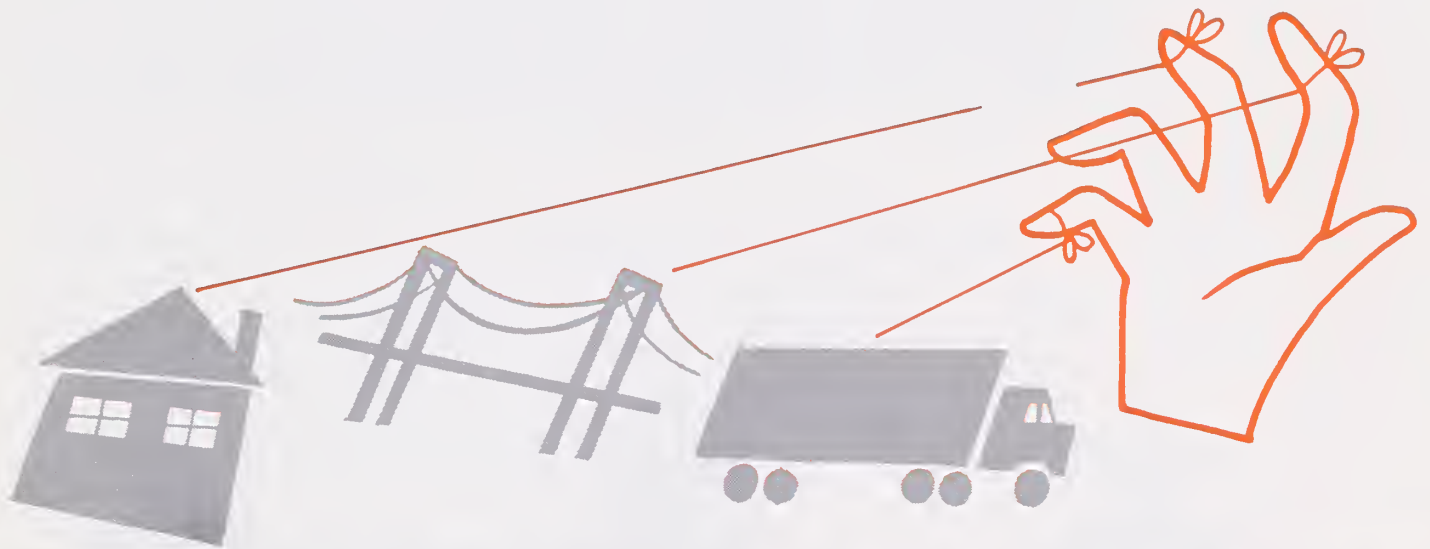


*Administrative Services* has been a rapidly growing career field in the Forest Service during the past several years. Opportunities for growth, promotion, and a rewarding career in this line will continue to expand.

Rapidly expanding programs require sound business judgment in such fields as construction, supply, and service contracting; property and space management, fleet equipment management, and records control and management. For example, last year 2,135 miles of roads, 252 bridges, and 597 buildings were constructed on the National Forests under 3,266 construction contracts. Contracting officers must have business administration training.

Widely scattered and diversified activities have resulted in broad decentralization of operating authority. Regional procurement contracting officers, for example, have authority to sign road construction contracts in unlimited amounts, and building construction and supply procurement contracts up to specified amounts.

Experience and training at the field operating level are necessary for employees who choose administrative services work. Advancement then is usually to a staff position at the regional office where the individual has an opportunity to broaden his knowledge and experience and further enhance his career. Positions at the national level offer still greater opportunities.



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*Personnel Administration* offers careers to business administration graduates who like people, are interested in helping others with their careers, and like to evaluate job requirements in terms of finding employees who fit.

Personnel officer careers include general personnel management, recruitment, training, position classification and wage administration, safety, and employee development. New ideas and imagination in dealing with people are important here.

Frequently special situations require close liaison between personnel officers outside the Forest Service and representatives of the Civil Service Commission. Many contacts are made with universities and professional societies, particularly in recruiting.

In personnel administration, as in other fields, the career employee benefits by starting at the National Forest or Research Station level. Promotion opportunities then open up at the regional and national offices.







***Other Directions.*** In addition to these specialized fields, employees who show aptitude and inclination toward public information may turn their careers in that direction. Positions are available at regional and national offices.

Career lines in business administration are not definitely set at any one point, since opportunities usually exist to transfer from one line of work to another. There are guides, however, indicating general lines of career development. Aptitude and preference of the individual are important in determining the course of a career.

***Opportunities are Varied.*** The broad field of management is open to both the specialist and generalist. There are excellent opportunities for those who have been trained for management responsibility. But this does not lessen the opportunity in the specialized areas. In actual experience, many of the top management positions are filled with employees who entered specialized fields and then rose to the top because of their overall management abilities.









## **SALARIES, TRAINING, and FRINGE BENEFITS**

### **Where You Enter**

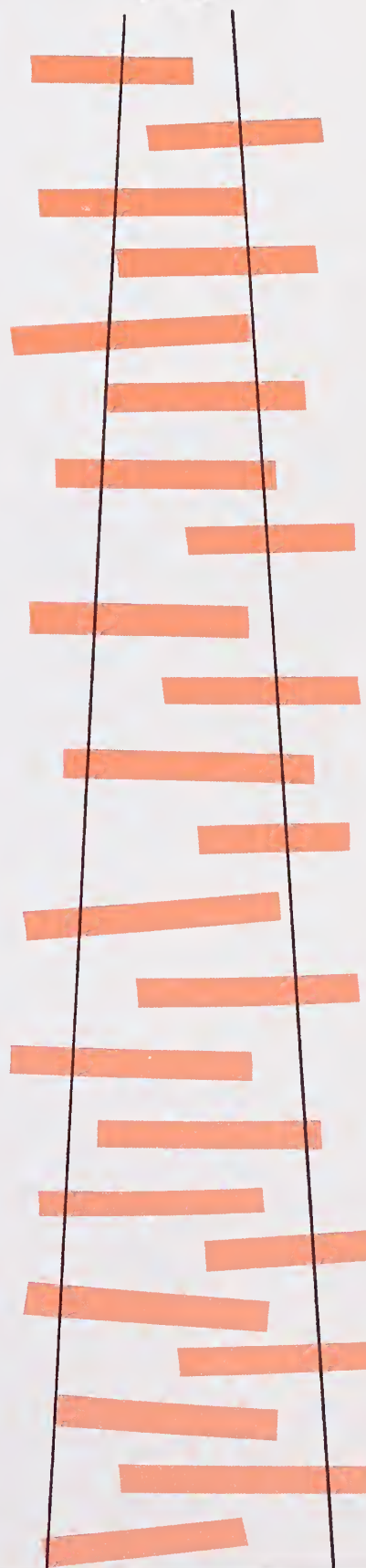
*Entry usually is at grades GS-5 or GS-7.* Those who qualify for and enter under the internship program begin at the GS-7 or GS-9 grade. Most administrative people receive a grade promotion and many receive another promotion at the end of the second year.

The first 6 to 12 months of service are devoted to orientation training. You are encouraged and helped to get a broad grasp of the overall program through discussion, study, and the actual working of practical problems.

### **Training and Salaries**

*After the preliminary training period,* there would follow assignments to actual operating positions, but with emphasis on training and development continued. Normally the assignment at this point would be to the staff of the forest or research station, with responsibility for a specific division of the forest work. This might be in the field of resource management, and the employee would be responsible, for example, for participating in supervising and directing the business administration phases of timber sale work.

Following experience and training in one or more of these staff positions, the line of promotion would be to forest or research station administrative officer, or to a position in the regional office in the specialty of the employee's choice.



*Administrative officer positions*, at forests and research stations, normally are in grades GS-11-14. The administrative officer must know the broad overall programs of the Forest Service. He must be acquainted with details of the program on his own unit. He directs, through his own staff officers, the formulation of the budgets for the unit and for each of the subunits, and the operation of the accounting function, through which he maintains budget and financial control. And he carries out other administrative duties.

From this position, an employee may advance to positions in the regional offices. Here the work is more specialized, and by this time he likely will have chosen the particular line he wants to follow.

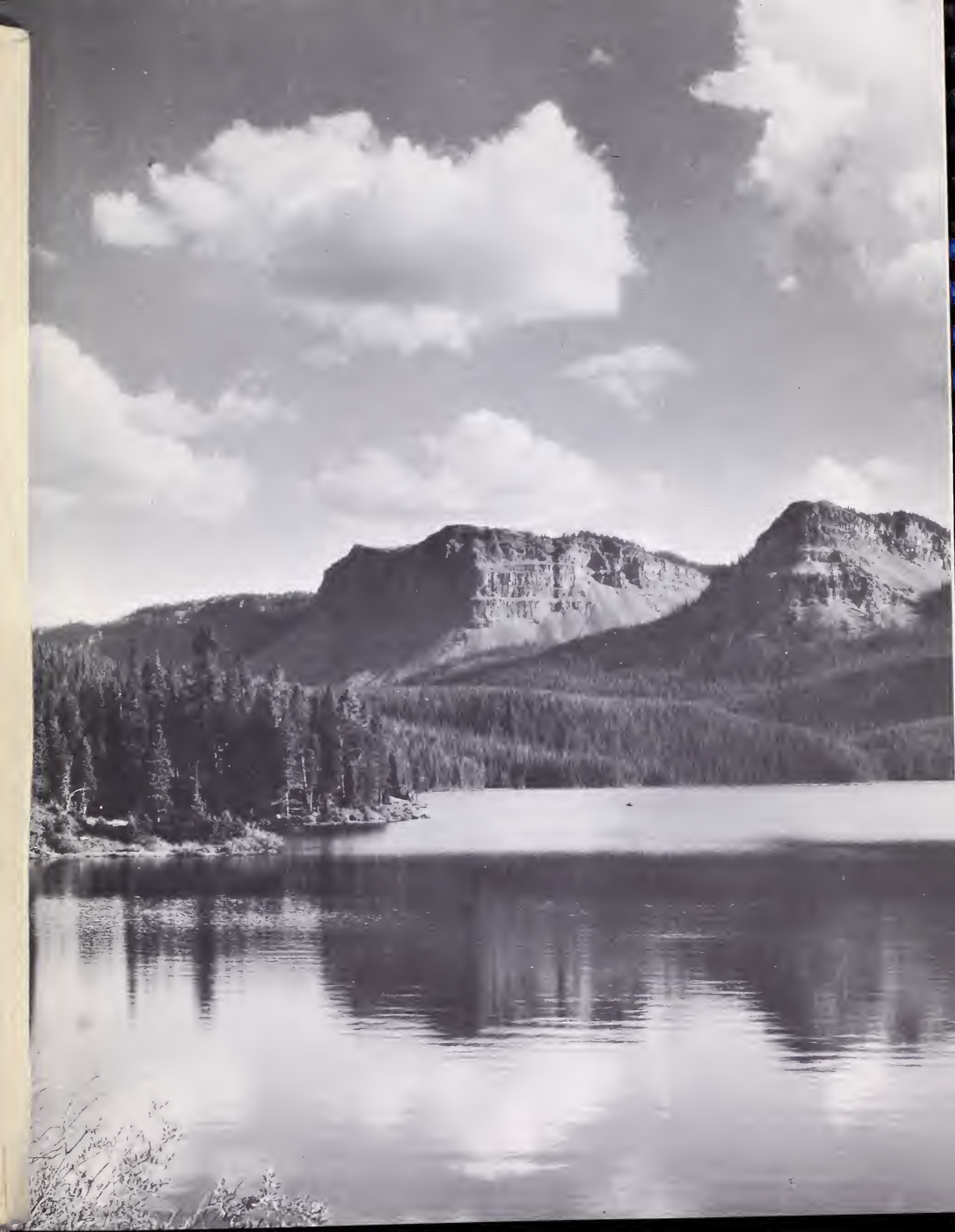
*Positions at the national level* in grades from GS-12 on up are filled by selection of qualified persons from the regional offices and research stations. Promotion is on the basis of merit. Each employee's performance and qualifications are reviewed and evaluated at least annually, so that information on employees ready for promotion is immediately available.

*Salaries are set by law* and are adjusted periodically by Congress to keep them in line with comparable work in private industry. In addition, salary advancement is made through promotions from grade to grade as work assignments increase in complexity and difficulty. Each grade has a minimum and a maximum salary, with a number of intermediate steps. Increases through these steps within each grade are usually received at specified intervals. The director of your placement bureau will have available schedules showing current rates applicable to each salary grade.

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## **Fringe Benefits**

***Vacations.*** Annual leave for vacations is liberal, beginning at 13 work days per year and increasing after 15 years of service to 26 work days per year.

***Sick Leave.*** This accumulates at the rate of 13 work days per year of service. It is available for use as needed. The maximum accumulation is unlimited.

***Health Benefits and Life Insurance.*** Both of these are available, with the Government as your employer sharing the costs.

***Compensation for Injury.*** You are covered by the Federal Employees' Compensation Act for job-connected injuries.

***Retirement.*** The Federal Government has a liberal retirement system. 6½ percent of your basic salary goes into a retirement fund, and the Federal Government, as your employer, pays a proportionate share.

Retirement on an annuity is possible at age 55 with 30 years Government service. Typically in such a case the annuity may be about 55 percent of the average of the highest 5 consecutive years' pay. Retirement is also possible at age 60 with 20 years service. Should you become disabled after at least 5 years of Government service, you are eligible to retire and receive retirement benefits regardless of your age.







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## **LIFE IN THE FOREST SERVICE**

If you have an active interest in the outdoors and a desire to help the Nation build and protect its natural resources, you will enjoy your work and your life in the Forest Service. Forest Service offices are located throughout the United States, providing employees an opportunity for living both in large cities and small towns.

Moving from one location to another is relatively common in the early years of a career, to promote employee development and provide varied experience. Expenses of these moves are paid by the Government.

In your regular work you will do some traveling to project locations and other Forest Service offices. The amount varies from position to position. Travel expenses are paid by the Government.

Work is scheduled on a 5-day, 40-hour week. The policy is to avoid overtime work, but such work is paid for when ordered.

With your business administration training you have an opportunity to help the Forest Service meet its responsibility to the public. In return the Service will provide you a place for worthwhile labor, reasonable financial rewards, security, and a cause to which you can be dedicated with pride.

For the Forest Service is dedicated to making America's forest lands, through proper use and conservation, provide for all the people the greatest good for the greatest number in the long run.

GS



*APPLICATION*  
*FOR FEDERAL EMPLOYMENT*





## **HOW TO QUALIFY and APPLY**

First, you take the Federal Service Entrance Examination (FSEE). Your placement bureau will have information on this examination. Then contact the personnel officer of the U.S. Forest Service regional office nearest to you (see inside back cover) either by letter or in person. Discuss with him your scholastic standing, your interests, and your career possibilities.

As soon as you receive notice of eligibility, notify the personnel officer that you are available.

After you have passed the entrance examination, we suggest you file for the management intern examination. Eligibles on this register may enter the Federal service at the GS-7 or GS-9 grade levels and are assured a particularly intensified training program. Qualifying in this examination will enhance your career.

The Forest Service is an equal opportunity employer.







## ADDRESSES OF NATIONAL, REGIONAL, RESEARCH STATION, AND STATE AND PRIVATE FORESTRY OFFICES

Forest Service  
U.S. Department of Agriculture  
Washington, D.C. 20250

### REGIONAL OFFICES

Missoula, Mont. 59801  
Federal Building  
Denver, Colo. 80225  
Federal Center, Bldg. 85  
Albuquerque, N. Mex. 87101  
Federal Building  
517 Gold Ave., SW.  
Ogden, Utah 84401  
Federal Office Building  
324 25th Street  
San Francisco, Calif. 94111  
630 Sansome Street  
Portland, Oreg. 97208  
P.O. Box 3623  
319 SW. Pine Street  
Atlanta, Ga. 30323  
50 Seventh Street, NE.  
Milwaukee, Wis. 53203  
633 W. Wisconsin Avenue  
Juneau, Alaska 99801  
P.O. Box 1628

### STATE AND PRIVATE FORESTRY OFFICES

**Northeastern Area**  
6816 Market St.,  
Upper Darby, Pa. 19082  
**Southeastern Area**  
50 Seventh St. NE.,  
Atlanta, Ga. 30323

### RESEARCH STATION OFFICES

Rio Piedras, P.R. 00928  
P.O. Box AQ  
Ogden, Utah 84401  
Forest Service Building  
507 25th Street  
St. Paul, Minn. 55101  
University Farm  
Folwell Avenue  
Upper Darby, Pa. 19082  
6816 Market Street  
Juneau, Alaska 99801  
P.O. Box 909  
709 Ninth Street  
Portland, Oreg. 97208  
P.O. Box 3141  
809 NE. Sixth Avenue  
Berkeley, Calif. 94701  
P.O. Box 245  
1960 Addison Street  
Fort Collins, Colo. 80521  
Forestry Building  
240 W. Prospect Street  
Asheville, N.C. 28802  
P.O. Box 2570  
223 Post Office Bldg.  
New Orleans, La. 70113  
T-10210 Federal Bldg.  
701 Loyola Avenue  
Madison, Wis. 53705  
Forest Products Laboratory  
P.O. Box 5130  
North Walnut Street

